

Organizational Augmentation Staffing for Interim Support Services (OASISS)

STATEMENT OF WORK (Draft)

8 January 2007

1. PURPOSE

The purpose of this Statement of Work (SOW) is to obtain support services for Army installations and Army headquarters organizations in the continental United States to develop and implement Base Realignment and Closure (BRAC) and Army Transformation initiatives, and to enable mission execution while implementing BRAC directives and Army Transformation initiatives.

2. OVERVIEW

Today's defense infrastructure is undergoing a transformation to change from a threat-based force to a capabilities-based force due to the nature of our post-Cold War world. A capabilities-based force must have the capacity and resources to be more agile and lethal so that our Soldiers and Sailors are not being put at risk as the Department rebalances its investment towards designing and building the forces and military infrastructure of the future. To build that capability, the Department of Defense (DoD) is focusing on, among other key strategic transformation initiatives, 1) strengthening joint operations through the development of joint operations concepts and joint architectures; and 2) focusing on innovative concept development and experimentation through wargaming, simulations and field exercises. The Army has taken that DoD guidance as the basis for the Army Transformation. The Army Transformation is a transformation that involves the following:

Fully integrating the Army as a member of the Joint Force, Creating capabilities-based modular forces and the future Army forces, Transforming installations and other Army institutions to be more relevant, efficient and effective now and in the future.

Specific, yet not all inclusive, initiatives within the Army Transformation involve Providing ready forces through continuing the development of modular brigade-based units, Army Force Generation (ARFORGEN), force stabilization, and transforming Army Aviation; Developing and employing the Future Combat Systems which comprises a family of advanced network of air and ground based maneuver, maneuver support, and sustainment systems to meet the Department of Defense transformation goals; Transforming personnel systems to integrate skills/experiences between reserve and active duty members, and to allow more civilians to fill non-operational positions and allow more military members to staff operational modular units for world-wide deployment; Expanding the concepts/doctrine within the Combat Training Centers to have a more Joint mindset; Linking science & technology (S&T) with experimentation to increase or discover new transformational capabilities for all combat and combat-support systems –both manned and unmanned systems; Transforming logistics for ever increasing efficiencies and effectiveness, particular for the modular force; Transforming Army installations for more joint force power projection, for improved quality of life for the Soldiers through housing/utilities privatization, for centralized management and organizational structure, for modernizing the communications and computing network infrastructure, and Transforming installation infrastructure for better environmental management and to accommodate the Integrated Global Positioning and Basing Strategy (IGPBS) and base realignment and closure (BRAC).

BRAC in particular supports Army Transformation because the BRAC process brings our nation's military infrastructure in line with the needs of our transforming armed forces. The BRAC process will assist the Army in reducing costs by closing unneeded "low military value" installations – installations that lack power projection capability or lack adequate training areas/facilities to make the military more agile, deployable and lethal. After a BRAC Commission review, and from approval by the Congress and the President, the Army is under a statutory deadline to complete all closures and realignments by September 15, 2011 in order to realize an anticipated 20-year net savings of \$28 Billion.

The BRAC mandate, coupled with the mandate for Army Transformation, creates a strategic and operational environment of competing priorities for resources. One of the key resources that will undoubtedly be strained in this

environment will be our military and civilian workforce. The Army must meet the demands of managing, planning and implementing BRAC to not only meet the BRAC schedule timeline and save the projected \$28 Billion, but also must meet the demands of managing, planning and implementing all aspects of the Army Transformation. Army MACOMs, installation and garrison headquarters staffs are at the strategic and operational levels and therefore have the responsibility of providing very attentive management of implementation activities to control costs and realize promised BRAC savings and to manage the implementation of Army Transformation.

1. Scope of Requirement

To implement Army Transformation initiatives, garrisons and installation headquarters staffs are now focusing on “right-sizing” their organizations – changing and redefining their authorized personnel Table of Distribution and Allowances (TDA), in terms of the number and expertise of personnel, to match current or potential mission requirements for effective and efficient mission accomplishment in their new “transformed” organization . MACOMs and installation/garrison organizations will undoubtedly have to increase their TDA positions, or will discover critical shortages in their TDA positions, that are needed to meet the management and execution requirements due to Army Transformation. While the TDA is being redefined, contract personnel will be required in the interim to fulfill the organization’s temporary surge/shortages in required personnel until full-time federal employees are hired. Additionally, headquarters organizations in both the operational and the institutional Army, as well as installation organizations, are pivotal to the planning, management and execution of BRAC. These organizations are responsible for planning and overseeing the implementation of BRAC while continuing their support of the overall Army mission. In particular, one key challenge to implement BRAC will be the unpredictable flow of the military and civilian workforce until BRAC is completed in September 2011. Although the exact impact of BRAC on the military and civilian workforce for Army headquarters and installation organizations is difficult to quantify, temporary personnel shortages are inevitable. The expected personnel shortages stem primarily from the civilian workforce as these personnel have the flexibility to remain in their current locations and may choose not to move to the new BRAC-directed location, or may elect to seek other positions within the Government. Shortages are also expected to occur in the military workforce at the current (pre-BRAC) installation when orders are given to “pre-position” military personnel at the gaining installation. Organizations may experience these personnel shortages at any point during the transition or may require expertise beyond the capabilities of their staff.

To satisfy interim requirements given the reductions/shortfalls in force and loss/lack of expertise, contractor support may be required to effectively implement Army Transformation and BRAC. This support is classified as temporary in nature, will not endure over extended periods, or will replace or augment existing contractor support awarded to satisfy sustained mission support requirements. Services required will generally fall into the two primary categories listed below:

Mission Support (Staff Augmentation). Army headquarters and installation staffs throughout the continental United States will require assistance in performing the day-to-day mission of the organization while the military and civilian workforce is transitioning to new location(s) or until the organization’s TDA is modified and approved to allow full-time federal employees during Army Transformation. Assistance required could encompass any staff function performed by the organization. This support would not replace operational type support provided by other contractors (e.g., the logistics support function for maintenance of vehicles, etc).

2. Implementation Support (BRAC Implementation): Army headquarters and Installation staffs will require assistance in performing tasks that are specific to implementing the BRAC statute. Assistance required in this area involves support in planning, managing and controlling the organizational resources (personnel, property, and equipment) during the transition to the new installation or receiving forces from overseas. Support in this area is considered different from Mission Support because the tasks performed involve assistance in implementing BRAC, which is a temporary, non-core function of the various Army headquarters and installations..

3. TASK AREAS

The contractor shall provide qualified personnel and travel services at the current or future installation to provide implementation and mission support for Army Transformation and BRAC in the following task areas shown below.

Support required will be within the Continental United States to support organizations and installations during peace time, contingency operations and war. Support provided may be on a full-time, part-time, or project-related basis. See paragraph 5 “Limitations” for services that are not included in these task areas.

- Task Area 1: Personnel and Human Resources Support
- Task Area 2: Intelligence, Operational Security, Facility Security Support
- Task Area 3: Operations and Training Support
- Task Area 4: Logistics Support
- Task Area 5: Civil Military Operations and Host Nation Planning
- Task Area 6: Communications, Electronics and Information Technology
- Task Area 7: Construction and Facilities Planning and Management Support
- Task Area 8: Resource Management and Finance
- Task Area 9: Military Community Activities Support
- Task Area 10: Public Affairs and Public Relations
- Task Area 11: Special Staff Support
- Task Area 12: Organization-wide Management Support for BRAC Implementation

Task Area 1: Personnel and Human Resources Support

Provide interim, short-term mission critical Personnel and Human Resources Support services during and after the BRAC transition or during the implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Personnel and Human Resources plans and operations that support the organization’s relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization’s commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Personnel and Human Resources issues.

Assist the Government by providing information on matters pertaining to Personnel and Human Resources plans and operations that support the organization’s mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization’s commander/director and includes Personnel and Human Resources related mission planning information and documentation, assisting with Personnel and Human Resources staff budget development, and the development of Personnel and Human Resources related reports and briefings.

Assist the Government in developing the execution of the organizational commander’s/director’s decisions and policies on Personnel and Human Resources matters related to BRAC, Army Transformation, or related to the organization’s mission.

Assist the Government in conducting assessments of the impacts of BRAC or other Army Transformation initiatives on the Personnel and Human Resources functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Personnel and Human Resources matters related to BRAC, Army Transformation, or the organization’s mission; process, analyze and disseminate Personnel and Human Resources information related to BRAC, Army Transformation, or the organization’s mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government. Assist the Government with required Personnel and Human Resources staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization’s mission or to support the organization’s implementation of BRAC. Conduct training on the organization’s automated and manual Personnel and Human Resources processes, systems and procedures as required for the purpose of increasing the proficiency of the organization’s new federal civilian employees and military service members on those processes, systems and procedures.

Conduct Personnel and Human Resources research using automated and manual processes, systems, and procedures to provide Personnel and Human Resources information to the organization that support the organization’s decision-making processes related to BRAC, Army Transformation, or the organization’s mission.

Task Area 2: Intelligence, Operational Security, Facility Security Support

Provide interim, short-term mission critical Intelligence, Operational Security, Facility Security Support services for organizational operations or facilities during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Intelligence and Operational or Facility Security plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Intelligence, Operational or Facility Security issues.

Assist the Government by providing information on matters pertaining to Intelligence and Security plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Intelligence and Security related mission planning information and documentation, assisting with Intelligence and Security staff budget development, and the development of Intelligence, Operational or Facility Security related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Intelligence, Operational or Facility Security matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Intelligence, Operational or Facility Security functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Intelligence, Operational or Facility Security matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Intelligence, Operational or Facility Security information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Intelligence, Operational or Facility Security staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual Intelligence, Operational or Facility Security processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those processes, systems and procedures. Conduct Intelligence, Operational or Facility Security research using automated and manual processes, systems, and procedures to provide Intelligence and Security information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 3: Operations and Training Support

Provide interim, short-term mission critical organizational Operations and Training Support services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government analyze the issues and implications the organization's relocation to the new BRAC installation will have on the organization's Operations and Training plans; information provided has the potential for eventual presentation to the organization's commander/director or higher headquarters.

Assist the Government by providing information on matters pertaining to Operations and Training plans that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives; information provided has the potential for eventual presentation to the organization's commander/director and includes Operations and Training related mission planning information and documentation, assisting with Operations and Training staff budget development, and the development of Operations and Training related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies concerning current and planned Operations and Training during the BRAC transition or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Operations and Training functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Operations and Training matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Operations and Training information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Operations and Training staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC. Conduct training on the organization's automated and manual Operations and Training processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Operations and Training processes, systems and procedures. Conduct Operations and Training research using automated and manual processes, systems, and procedures to provide Operations and Training information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 4: Logistics Support

Provide interim, short-term mission critical Logistics Support services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following: Assist the Government by providing information on matters pertaining to Logistics plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Logistics issues.

Assist the Government by providing information on matters pertaining to Logistics plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Logistics related mission planning information and documentation, assisting with Logistics staff budget development, and the development of Logistics related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Logistics matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Logistics functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all logistical matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate logistical information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required logistical staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual logistical processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those logistical processes, systems and procedures.

Conduct logistical research using automated and manual processes, systems, and procedures to provide logistical information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 5: Civil Military Operations and Host Nation Planning

Provide interim, short-term mission critical Civil Military Operations and Host Nation Planning services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Civil Military Operations and Host Nation Support plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Civil Military Operations and Host Nation Support issues.

Assist the Government by providing information on matters pertaining to Civil Military Operations and Host Nation Support plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Civil Military Operations and Host Nation Support related mission planning information and documentation, assisting with Civil Military Operations and Host Nation Support staff budget development, and the development of Civil Military Operations and Host Nation Support related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Civil Military Operations and Host Nation Support matters related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Civil Military Operations and Host Nation Support functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Civil Military Operations and Host Nation Support matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Civil Military Operations and Host Nation Support information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Civil Military Operations and Host Nation Support staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual Civil Military Operations and Host Nation Support related processes, systems and procedures as required for the purpose of increasing the proficiency of the

organization's new federal civilian employees and military servicemembers on those Civil Military Operations and Host Nation Support processes, systems and procedures.

Conduct Civil Military Operations and Host Nation Support related research using automated and manual processes, systems, and procedures to provide Civil Military Operations and Host Nation Support information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 6: Communications, Electronics and Information Technology

Provide interim, short-term mission critical Communications, Electronics and Information Technology services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Communications, Electronics and Information Technology plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Communications, Electronics and Information Technology issues.

Assist the Government by providing information on matters pertaining to Communications, Electronics and Information Technology plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Communications, Electronics and Information Technology related mission planning information and documentation, assisting with Communications, Electronics and Information Technology staff budget development, and the development of Communications, Electronics and Information Technology related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Communications, Electronics and Information Technology matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Communications, Electronics and Information Technology functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Communications, Electronics and Information Technology matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Communications, Electronics and Information Technology information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Communications, Electronics and Information Technology staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's Communications, Electronics and Information Technology processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Communications, Electronics and Information Technology processes, systems and procedures.

Conduct Communications, Electronics and Information Technology related research to provide Communications, Electronics and Information Technology information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 7: Construction Planning and Management

Provide interim, short-term mission critical Construction Planning and Management services during and after the BRAC transition or during implementation of Army Transformation initiatives. Includes tracking plans for new construction to include schedules and milestones, tracking adherence to BRAC construction directives, tracking construction funding and project tracking; includes tracking status of National Environmental Policy Act (NEPA) actions. (Note: this does not include the execution of the Environmental Impact Statements or other similar documentation.). It also includes, but are not limited to the following:

Assist the Government by providing information on matters pertaining to Construction Planning and Management plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Construction Planning and Management issues.

Assist the Government by providing information on matters pertaining to Construction Planning and Management plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Construction Planning and Management related mission planning information and documentation, assisting with Construction Planning and Management staff budget development, and the development of Construction Planning and Management related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Construction Planning and Management matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Construction Planning and Management functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Construction Planning and Management matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Construction Planning and Management information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Construction Planning and Management staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual Construction Planning and Management processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Construction Planning and Management processes, systems and procedures.

Conduct Construction Planning and Management research using automated and manual processes, systems, and procedures to provide Construction Planning and Management information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 8: Resource Management and Finance

Provide interim, short-term mission critical Resource Management and Finance services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Resource Management and Finance plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Resource Management and Finance issues.

Assist the Government by providing information on matters pertaining to Resource Management and Finance plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Resource Management and Finance related mission planning information and documentation, assisting with Resource Management and Finance staff budget development, and the development of Resource Management and Finance related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Resource Management and Finance matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Resource Management and Finance functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Resource Management and Finance matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Resource Management and Finance information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Resource Management and Finance staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual Resource Management and Finance processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Resource Management and Finance processes, systems and procedures.

Conduct Resource Management and Finance research using automated and manual processes, systems, and procedures to provide Resource Management and Finance information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 9: Military Community Activities Support

Provide interim, short-term mission critical Military Community Activities Support services during and after the BRAC transition or during implementation of Army Transformation initiatives. Types of services requiring contractor assistance involve, but are not limited to, programs in the following areas:

- Army Emergency Relief program
- Army Family Action Plan program
- Exceptional Family Member program
- Employment services

Family Advocacy Program
Family Readiness Group / Army Family Team Building Support
Financial Readiness services
Mobilization and Readiness support
Relocation services
Leisure activity support

Other services include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Military Community Activities Support plans and operations that support the organization's relocation to the new BRAC installation; information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Military Community Activities Support issues.

Assist the Government in monitoring the execution of the organizational commander's /director's decisions and policies on Military Community Activities Support matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Military Community Activities Support functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Military Community Activities Support matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Military Community Activities Support information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Military Community Activities Support staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's Military Community Activities Support processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Military Community Activities Support processes, systems and procedures.

Task Area 10: Public Affairs/Relations

Provide interim, short-term mission critical Public Affairs/Relations services during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Public Affairs/Relations plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Public Affairs/Relations issues.

Assist the Government by providing information on matters pertaining to Public Affairs/Relations plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Public Affairs/Relations related mission planning information and

documentation, assisting with Public Affairs/Relations staff budget development, and the development of Public Affairs/Relations related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Public Affairs/Relations matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Public Affairs/Relations functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Public Affairs/Relations matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Public Affairs/Relations information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Public Affairs/Relations staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's automated and manual Public Affairs/Relations processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Public Affairs/Relations processes, systems and procedures. Conduct Public Affairs/Relations research using automated and manual processes, systems, and procedures to provide Public Affairs/Relations information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Task Area 11: Special Staff Support

Provide interim, short-term mission critical Special Staff services done by the Inspector General (IG), the Principal Assistance Responsible for Contracting (PARC), the Staff Judge Advocate (SJA), the Staff Surgeon or local medical office, the installation legal office, and the Chaplain's office (herein all references to the IG, PARC, SJA, Staff Surgeon, installation legal office and the Chaplain's office will be referred to as "Special Staff") during and after the BRAC transition or during implementation of Army Transformation initiatives that include but are not limited to the following:

Assist the Government by providing information on matters pertaining to Special Staff plans and operations that support the organization's relocation to the new BRAC installation (Implementation Support); information provided has the potential for eventual presentation to the organization's commander/director and includes BRAC planning information and documentation, assisting with staff budget development associated with BRAC, BRAC milestone development, BRAC milestone tracking and BRAC-related briefing support for Special Staff issues.

Assist the Government by providing information on matters pertaining to Special Staff plans and operations that support the organization's mission during the BRAC transition or during implementation of Army Transformation initiatives (Mission support); information provided has the potential for eventual presentation to the organization's commander/director and includes Special Staff related mission planning information and documentation, assisting with Special Staff staff budget development, and the development of Special Staff related reports and briefings.

Assist the Government in monitoring the execution of the organizational commander's/director's decisions and policies on Special Staff matters related to BRAC, Army Transformation, or related to the organization's mission.

Assist the Government in conducting assessments of the impacts of BRAC on the Special Staff functions of the organization and the implications of those impacts; assist the Government develop mitigation plans to overcome shortfalls or weaknesses identified in the assessments.

Provide staff coordination within and outside of the organization on all Special Staff matters related to BRAC, Army Transformation, or the organization's mission; process, analyze and disseminate Communications, Electronics and Information Technology information related to BRAC, Army Transformation, or the organization's mission to other organizational staffs or offices within and outside of the organization as directed and approved by the Government.

Assist the Government with required Special Staff administrative procedures for creating, storing, recording, routing, and maintaining of briefings, reports, and other documents in both electronic and paper forms as required to support the organization's mission or to support the organization's implementation of BRAC.

Conduct training on the organization's Special Staff processes, systems and procedures as required for the purpose of increasing the proficiency of the organization's new federal civilian employees and military servicemembers on those Communications, Electronics and Information Technology processes, systems and procedures.

Conduct Special Staff related research to provide Special Staff information to the organization that support the organization's decision-making processes related to BRAC, Army Transformation, or the organization's mission.

Notice: this area includes tasks which may closely appear to be Inherently Governmental or appear to create an OCI conflict, but are required by Army headquarters and installation staffs during BRAC. The Government and industry will develop and implement sufficient mitigation plans and firewalls to prevent the performance of Inherently Governmental functions or that creates an Organizational Conflict of Interest. Tasks under this staff area include: Contract administration, development, and close-out, Legal assistants, Chaplain's assistants, Administrative assistance with the conduct of investigations or inquiries Lawyers.

Task Area 12: Organization-wide Management Support for BRAC Implementation

Provide assistance to the Government to analyze and combine information from the various activities within and outside the organization to develop the organization's overall consolidated BRAC transition plan, and to develop and track the organization's consolidated master relocation timeline. After consolidated plans and timelines are established, the contractor shall assist the Government in managing activities to execute the consolidated BRAC implementation plans. Support also includes providing briefings and reports to the organization's key personnel and decision-makers on the details of the consolidated plans, and the organization's overall status of executing the consolidated BRAC plans and timelines. The types of consolidated organizational plans, information and reports required for assistance includes, but is not limited to, the following:

Plans for new facilities, and new command and operational systems and status of plan execution
Consolidated organizational budgets related to BRAC . Total organizational mission impacts and continuity of mission implication assessments. Personnel impact assessments and the approach to move and transfer personnel, tracking personnel during relocation, personnel movement schedule and milestones, and the civilian and military vacancy fill strategy; provide status reports on all personnel moves. Property and equipment impact assessments and the approach to move and transfer property and equipment, and the tracking of equipment during the move; provide status reports on all movements and transfers. Property disposal plans to include schedules and milestones, and approach for caretaker, partial closure, or establishment of enclaves; provide status reports on disposal plans
Reports on all interchanges and issues with Congressional, state, and local authorities and representatives

4. LIMITATIONS

The contract is limited to providing staff augmentation services for functions that are under the predominant NAICS code of 541330 "Military and Aerospace Equipment and Military Equipment." In an effort to further define the scope of the staff augmentation requirements, certain services are excluded from this requirement. The exclusions are categorized as Performance Exclusions and Inherently Governmental Exclusions. Performance Exclusions are services that are excluded which violate the intent of the proposed acquisition in terms of time (i.e., the requirement is not temporary and short-term), purpose (i.e., fulfilling organization staffing shortages caused or related to implementing BRAC), or causes an Organizational Conflict of Interest. Inherently Governmental Exclusions are those services that violate functions listed in FAR 7.503 and are functions that shall only be performed by Government employees.

The Performance Exclusions are services that are:

Not directly related or caused by the organization's obligation to implement BRAC or any Army Transformation initiative.

Organizational mission support services that are currently satisfied by a long-term contract arrangement or satisfied by a planned long-term contract arrangement.

Organizational mission requirements subject to a current or planned A-76 initiative.

Organizational mission support for personnel losses not directly caused by BRAC.

Operational support services whereby contractor support is acquired to operate and/or maintain equipment and facilities.

Replacement or augmentation of existing contractor support awarded to satisfy sustained (non-temporary and long-term) mission support requirements.

Facilities support to modify, upgrade or decommission facilities.

Acquisition of equipment and materials.

Transportation of personnel or equipment from closing installation to gaining installation and for transportation from gaining installation to closing installation. (Only transportation incidental to providing services will be allowed).

The Inherently Governmental Exclusions are services that include, but are not limited to, services that involve:

Direct conduct of criminal investigations.

Determining agency policy, and determining Federal program priorities for budget requests.

Direction and control of Federal employees.

Direction and control of intelligence and counter-intelligence operations.

Selection or non-selection of individuals for Federal Government employment

Approving of position descriptions and performance standards for Federal employees.

The direct determination of what Government property is to be disposed of and on what terms

Awarding / Administering contracts or disbursing or collecting public funds

5. TERM

The contract will be an Indefinite Delivery / Indefinite Quantity (ID/IQ) contract with an ordering period of 5 years. The period of performance on all task orders issued under this ID/IQ contract will end on the last day of the 5-year ordering period (see also in this respect FAR 52.216-18, Ordering included in the basic contract).

6. CONTRACTOR RESPONSIBILITIES

Contract and Task Order Management: The contractor shall provide all management, administration, security, quality control and all else, that is required to ensure successful completion of all awarded Task Orders.

Contractor Manpower Reporting: The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collection site where the contractor will report ALL contractor manpower (including subcontractor manpower) required for performance of this contract. The contractor is required to completely fill in all the information in the format using the following web address:

<https://contractormanpower.army.pentagon.mil>. The required information includes:

- (1) Contracting Office, Contracting Officer, Contracting Officer's Technical Representative;
- (2) Contract number, including task and delivery order number;

- (3) Beginning and ending dates covered by reporting period;
- (4) Contractor name, address, phone number, e-mail address, identity of contractor employee entering data;
- (4) Estimated direct labor hours (including sub-contractors);
- (5) Estimated direct labor dollars paid this reporting period (including sub-contractors);
- (6) Total payments (including subcontractors);
- (7) Predominant Federal Supply Class Code (FSC) reflecting services provided by contractor (and separate predominant FSC for each sub-contractor if different);
- (8) Estimated data collection cost;
- (9) Organizational title associated with the Unit Identification Code (UIC) for the Army.
Requiring Activity (the Army Requiring Activity is responsible for providing the contractor with its UIC for the purposes of reporting this information);
- (10) Locations where contractor and sub-contractors perform the work (specified by zip code in the United States and nearest city, country, when in an overseas location, using standardized nomenclature provided on website);
- (11) Presence of deployment or contingency contract language; and
- (12) Number of contractor and sub-contractor employees deployed in theater this reporting period (by country). As part of its submission, the contractor will also provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period will be the period of performance not to exceed 12 months ending 30 September of each government fiscal year and must be reported by 31 October of each calendar year. Contractors may use a direct XML data transfer to the database server of fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the web site. The specific formats for the XML direct transfer may be downloaded from the web site.

Contractor Quality Control Program: The contractor shall establish and maintain a quality control program with the objective of identifying and correcting deficiencies in the quality of services before performance becomes unacceptable. As part of the Quality Control Program, the contractor shall develop a Quality Control Plan (QCP) that describes the contractor's procedures for monitoring performance. At a minimum, the Quality Control Plan shall include the following:

A description of the inspection system to cover all services listed on the Task Areas identified above. Further refinement of the QCP will be required at the Task Order level to address specifics as to the areas to be inspected on both a scheduled and unscheduled basis and frequency of these inspections.

A description of follow-up procedures to ensure that efficiencies are corrected, and the time frames involved in correcting these deficiencies.

A description of the records to be kept to document inspections and corrective or preventive actions taken.

The records of inspections shall be kept and made available to the Government, when requested, throughout the performance period, and for the period after completion, until final settlement of any claims under this contract.

A reporting system that captures the Contractor's technical performance under each Task Order in accordance with the standards set forth in the Performance Requirements Summary of each Task Order.

7. SECURITY

The work to be performed under this contract may involve access to and handling of operationally sensitive or classified material; or the design, development, maintenance, administration or procurement of information technology hardware, software. The contractor shall appoint a security officer, who shall (1) be responsible for handling all security aspects of the work performed under this contract, to include personnel security and physical security; operational security (OPSEC), information assurance (IA), and information systems security, (2) assure compliance with all Department of Defense (DoD) and US Army regulations regarding security, specifically AR 25-2, and (3) assure compliance with any written instructions from the security or OPSEC officer or Information Assurance Manager (IAM) of the activity issuing a task order under this contract.

7. 1. Operational (OPSEC) and Personnel Security. When applicable, a DD Form 254 will be prepared by the ordering agency and issued with the Task Order. The contractor shall perform in accordance with the DoD Industrial Security Manual (DoD 5220.22M) and ensure that classified material is handled in accordance with the

latest appropriate security classification specifications. In accordance with AR 530-1, contractor personnel will be afforded OPSEC orientation training within the first 90 days of employment and annually thereafter.

7.2. Federal Information Security Management Act (FISMA), Public Law 107-347.

7.3. Information Assurance (IA) User Awareness Training. All contract personnel who access any Army or contractor owned computing resource processing Army information must receive initial awareness orientation/training as a condition of being granted access to those resources. Each user must be given refresher training thereafter on an annual basis. This applies to access to all computer systems, whether they are stand alone or networked, are in a classroom, office, vehicle, tent, foxhole, or are portable and applies to all classification levels from Unclassified through Top Secret Compartmented information. Contractor personnel handling Army information on contractor owned computer resources located on contractor sites must meet the initial and annual training requirements.

7.4. Information Technology Security. The FISMA lays out the framework for annual Information Technology (IT) security reviews, reporting and remediation planning. FISMA requirements apply to government-owned contractor-operated and contractor-owned contractor operated information technology items. The Army Portfolio Management System (APfM) is the mechanism for input/maintenance of FISMA requirements.

7.5. FISMA compliance includes IT certification and accreditation via the DoD Information Technology Security Certification and Accreditation (C&A) Process (DITSCAP). This process is detailed in DoD 8510.1-M.

7.6. Property Control Plan: Task Orders may include requirements for the contractor to manage Government Furnished Property. The contractor shall prepare and submit a Property Control Plan within 10 days (or the date set forth in the Task Order PWS) after Task Order award, which shall encompass the requirements contained in the Task Order PWS. The contractor shall update the plan, and submit the revision to the COR, annually. In the event that no changes are required, a letter shall be submitted to the COR stating such.

7.7. Deliverables: Deliverables shall be as stated in each individual task order and as follows:

7.7.1. Task Order Monthly Report: The contractor shall provide a Task Order Monthly Report that includes the following, as a minimum:

Planned vs. actual performance (narrative of tasks, hours, dollars)

Weekly Anticipated Billing Summary:

Summary of each project by *Contract Line Item Number (CLIN)* for labor, travel and ODC by skill classification, number of employees, labor rate per skill classification (Straight time and Over time), anticipated labor hours, anticipated per diem, travel and/or incidental personnel charges. This summary will be updated with each change to the employee population and provided to the addressees above no later than three calendar days from date of change
Weekly Cost of Services Computation Report: Summary of each project by actual dollar cost by *Contract Line Item Number (CLIN)* for labor, travel and ODC by skill classification, number of employees, labor rate per skill classification (Straight time and Over time), labor hours, per diem, travel and/or incidental personnel charges. This report will be provided to the addressees no later than two working days from the conclusion of the work period.

Status of work assigned

Significant issues

Significant contributions

Planned activities for next period

7.7.2 Task Order Management Plan: May be required at the Task Order level – See Section H

7.7.3 Quality Control Plan: May be required at the Task Order level

7.7.4 Quarterly Task Summary Report: See Section G

Deliverable Title	Deliverables Defined in	Number/Format	Due Date
Task Order Monthly Report	7.7.1	As stated in Task Order	Monthly by 10 th workday
Task Order Management Plan	7.7.2	As stated in Task Order	As Per Task Order
Quality Control Plan	7.7.3	As stated in Task Order	Draft within 15 days after contract award Final within 45 days after contract award
Quarterly Task Summary Report	7.7.4	1 Original via email, See Section G for format	Quarterly by 10 th workday

7.8 Documents and Graphics.

7.8.1 Documentation. Documentation developed under this contract shall be delivered as specified in individual task orders. Individual task orders will indicate the media type and quantity of copies; however, the contractor shall possess the capability to deliver automated data in Microsoft Office applications. Delivery will typically be required in (1) draft via Intranet with email notification of placement on the Internet, (2) in hard copy, (3) electronic media, and (4) CDs.

7.8.2 Documentation/Data. The Contractor shall obtain, store, maintain and reproduce the required technical data and applicable documents, plans, regulations, specifications, and other pertinent data as appropriate for the purpose of fulfilling the tasks described in the SOW. When appropriate channels and/or procedures exist, the Contractor shall acquire directly the above information. The contractor shall obtain other documents/data pertinent to the specified tasks from non-governmental sources, as appropriate, to ensure comprehensive analyses, so that contractor analyses are not limited by the documentation specified by the government. The Contractor shall provide the Government or other agencies, as approved by the COR, access to any and all program information and data prepared or obtained as part of this contract or in support of any tasking of this SOW. The contractor shall return to the Government any and all of this material at contract termination or completion or upon the request of the Government. All information/data obtained or created in support of this SOW shall become and remain the property of the Government and shall be returned or disposed of in accordance with the COR's instructions at the conclusion of this contract.

8. PERSONNEL QUALIFICATIONS AND SPECIAL SUPPORT REQUIREMENTS SECURITY

Qualification requirements, to include security clearances will be specified on each individual task order.

APPENDIX A

BRAC Closure List

Below is a table of installations scheduled for either a closure, a major re-alignment, or is part of the Army's restructuring for implementing the DoD Integrated Global Presence and Basing Strategy (IGPBS)

Riverbank Army Ammunition Plant, CA	Closing installation
Newport Chemical Depot, IN	Closing installation
Kansas Army Ammunition Plant, KS	Closing installation
Miss. Army Ammunition Plant, MS	Closing installation
Umatilla Chemical Depot, OR	Closing installation
Lone Star Army Ammunition Plant, TX	Closing installation
McCoy, WI	IGPBS
Jackson, SC	IGPBS
Deseret Chemical Depot, UT	Closing installation
Selfridge Army Activity, MI	Closing installation
Adelphi Lab, MD	IGPBS
Corpus Christi Depot, TX	IGPBS
Campbell, KY	IGPBS
Dix, NJ	IGPBS
Huachuca, AZ	IGPBS
Leonard Wood, MO	IGPBS
Lewis, WA	IGPBS
Soldier Systems Center Natick, MA	IGPBS
Tobyhanna Army Depot, PA	IGPBS
White Sands Missile Range, NM	IGPBS
Bailey Crossroads Lease Site, VA	IGPBS
Lima Tank Plant, OH	IGPBS
Sierra Army Depot, CA	IGPBS
Watervliet Arsenal, NY	IGPBS
Gillem/McPherson, GA	Closing installation
Monmouth, NJ	Closing installation
Monroe, VA	Closing installation
Bragg, NC	IGPBS
Bliss, TX	IGPBS
Riley, KS	IGPBS
Sill, OK	IGPBS
Army Reserve Personnel Center, St. Louis, MO	IGPBS
Hood, TX	IGPBS
Benning, GA	IGPBS
Belvoir, VA	IGPBS
Sam Houston, TX	IGPBS
Carson, CO	IGPBS
Lee, VA	IGPBS
Redstone Arsenal, AL	IGPBS
Knox, KY	Major Re-align
Rock Island Arsenal, IL	Major Re-align
Eustis, VA	Major Re-align
Red River Army Depot, TX	Major Re-align
Aberdeen Proving Ground, MD	IGPBS
Anniston Army Depot, AL	IGPBS
Detroit Arsenal, MI	IGPBS

Rucker, AL	IGPBS
Meade, MD	IGPBS

More information concerning Base Re-alignment and Closure can be found on the following web-sites:

<http://www.hqda.army.mil/acsim/brac/braco.htm>

<http://www.brac.gov/>

APPENDIX B, Recommended Labor Categories

Labor Category	Exempt or Non-exempt	Equivalent GS pay wage group (For information Purposes Only; Not a Wage Determination	Occupation Code (as stated in the Wage Determination of Service Contract Act)
Program Manager	Exempt	GS-15	N/A
Project Manager	Exempt	GS-15	N/A
Senior Technical Consultant	Exempt	GS-14	N/A
Senior Functional Area Expert	Exempt	GS-13	N/A
Mid-level Functional Area Expert	Exempt	GS-12	N/A
Junior Functional Area Expert	Exempt	GS-11	N/A
Staff Planner	Exempt	GS-11	N/A
Technical Specialist/Trainer	Exempt	GS-9	N/A
General Clerk IV *	Non-Exempt	N/A	01118
Computer Operator V *	Non-exempt	N/A	03045

** contractors must propose their desired geographical location as the basis for the wage determination used for 'cap' rates for non-exempt labor categories.*